

Succession Planning

**CP26 Board of Directors
19 Aug 2003**

What We Want

- **Functional and command-level CP26 senior leaders with extensive experience, wide range of skills**
- **A deep “bench” of well-rounded mid-level journeyman analysts ready to fill behind the senior leadership**
- **A cadre of junior personnel who will become tomorrow’s mid-level journeymen**
- **A career program management approach that causes all the above to happen**

What We've Got

- **Aging workforce -- at all grade levels, but particularly acute at GS-14/15**
- **Little -- if any -- mobility among senior careerists**
- **Local “heirs apparent” who may or may not meet our desired level of breadth and depth of experience**
- **Need for both a near-term and long-term fix**

Near-Term

- **Who replaces our impending senior-level losses over the next year or two?**
- **As a career program, do we say, “That’s your problem, MACOM Commander” or do we step in?**
- **If we step in, how?**
 - **directed placements?**
 - **central selections?**
 - **seek retired military?**

Long-Term

- How do we cause our desired end-state to happen?
- Need linkage to CP26 Strategic Plan, but now we need tactics, not more strategy
- Embrace Senior Army Workforce (SAW)?
 - volunteer to pilot?
 - adopt principles, but implement independently?